

# 1 Our organisation

Metro South Hospital and Health Service (hereafter referred to as Metro South Health) is the major provider of public health services, and health education and research, in the Brisbane south side, Logan, Redlands and Scenic Rim regions.

## Vision, purpose and objectives

As outlined in Metro South Health's *Strategic Plan 2012–2016*, Metro South Health's vision, purpose and objectives describe and support our direction and how we work together.

### Our vision

To be renowned worldwide for excellence in health care, teaching and research.

### Our purpose

Metro South Health's purpose is to deliver high quality health care through the most efficient and innovative use of available resources, using planning and evidence-based strategies.

## Our aspirations

Metro South Health aspires to:

- be viewed as a national leader in health care delivery
- proactively influence health care policy and planning across all sectors, including health, education, transport and communities
- independently own and manage appropriate infrastructure, assets and workforce to service our target population
- drive innovation through health care ICT initiatives
- be recognised as a leader in public sector workforce culture and reform.

## Metro South Health's strategic objectives

Figure 1. Metro South Health's strategic objectives



## Our values

Figure 2. Queensland public service values



### Customers first

- Know your customer
- Deliver what matters
- Make decisions with empathy



### Ideas into action

- Challenge the norm and suggest solutions
- Encourage and embrace new ideas
- Work across boundaries



### Unleash potential

- Expect greatness
- Lead and set clear expectations
- Seek, provide and act on feedback



### Be courageous

- Own your actions, successes and mistakes
- Take calculated risks
- Act with transparency



### Empower people

- Lead, empower and trust
- Play to everyone's strengths
- Develop yourself and those around you

## About Metro South Health

Metro South Health is one of 16 hospital and health services in Queensland and serves an estimated resident population of 1 million people, 23 per cent of Queensland's population. It employs more than 13,000 staff and has an annual operating budget of approximately \$1.8 billion. The health service's catchment spans 3,856 square kilometres and covers the area from the Brisbane River in the north to Redland City in the east, south to Logan and the eastern portion of the Scenic Rim to the border of New South Wales.

Metro South Health is the major provider of public health care, teaching, research and other services as outlined in its *Service Agreement* with the Department of Health.

It provides these services through a network of five major hospitals and a number of community health centres and oral health facilities. A full suite of health specialties is delivered through eight clinical streams, including Addiction and Mental Health, Aged Care and Rehabilitation, Cancer, Emergency and Clinical Support, Medicine and Chronic Disease, Patient Flow, Surgical, and Women's and Children's.

The *Service Agreement* is negotiated annually with the Department of Health and is publicly available at: <https://publications.qld.gov.au/dataset/metro-south-hhs-service-agreements>.

### Our hospitals

- Beaudesert Hospital
- Logan Hospital
- Princess Alexandra Hospital
- Queen Elizabeth II Jubilee Hospital
- Redland Hospital

### Major health centres

- Beenleigh
- Browns Plains
- Corinda

- Dunwich
- Eight Mile Plains
- Inala
- Logan Central
- Redland
- Wynnum

### Specialty services

Metro South Health delivers a full suite of specialty health services, including:

- acute medical
- acute surgical
- addiction and mental health services
- aged care
- cancer
- cardiology
- emergency medicine
- obstetrics and gynaecology
- palliative care
- rehabilitation
- spinal
- trauma
- transplantation.

Health services delivered in the community include:

- addiction and mental health services
- Aboriginal and Torres Strait Islander health
- BreastScreen
- chronic disease management
- community rehabilitation
- hospital avoidance and substitution services
- offender health
- oral health
- palliative care
- refugee health.

## Statewide services

Princess Alexandra Hospital is a major tertiary facility that is renowned for its work in liver transplantation, renal transplantation, spinal injury management, brain injury rehabilitation and skull base surgery.

## Education and research

Metro South Health is committed to strong undergraduate and post-graduate teaching programs in medicine, nursing and allied health with linkages to the University of Queensland, Queensland University of Technology and Griffith University, as well as several other Queensland universities.

Metro South Health is internationally recognised as a leader in biomedical and clinical research. Princess Alexandra Hospital is home to the Translational Research Institute (TRI)—a world class medical research facility housing over 700 researchers from four of the country's pinnacle institutions.

In 2015, the hospital's research capacity was expanded with the opening of a new, dedicated Clinical Research Facility to conduct research on human subjects in a safe and controlled clinical environment.

Metro South Health also plays a key role in Brisbane Diamantina Health Partners, Queensland's first academic health science system. This partnership currently comprises Metro North Hospital and Health Service, Metro South Hospital and Health Service, Mater Health Services, Children's Health Queensland Hospital and Health Service, Translational Research Institute, QIMR Berghofer Medical Research Institute, The University of Queensland, and Queensland University of Technology.



## Agency role and functions

Under the *Hospital and Health Boards Act 2011*, Metro South Health is the principal provider of public health services for the community within its geographical area. It is an independent, statutory body, governed by the Metro South Hospital and Health Board, which is accountable to the local community and the Queensland Minister for Health.

The service was initially gazetted as a Health Service District on 1 November 2008 as an amalgamation of Princess Alexandra Hospital and the former Southside Health Service District. Under the federal and state government health reforms, Metro South Health became one of the 16 new hospital and health services (HHSs) on 1 July 2012.

Under the *Hospital and Health Boards Act 2011*, the Queensland Department of Health is responsible for the overall management of the public health system including statewide planning and monitoring the performance of hospital and health services. A formal *Service Agreement* is in place between the Department of Health and Metro South Health. This *Service Agreement* defines the outcomes that are to be met by Metro South Health and how its performance will be managed. The *Service Agreement* also sets out the activity that is purchased by the Department from Metro South Health, and the funding provided for delivery of the purchased activity.

Metro South Health's vision is to be renowned worldwide for excellence in health care, teaching and research. This is achieved through the application of the health service's purpose, which is to deliver high quality health care through the most efficient and innovative use of available resources, using planning and evidence-based strategies.

## Our community

Metro South Health is the most populated hospital and health service in Queensland. In 2013, there were 1,073,398 residents in the region, equal to approximately 23 per cent of Queensland's population. By 2016, this is expected to grow to 1,121,873 residents.

The region's population is also forecast to continue to age, like the rest of the Australian population, due to increasing life expectancy at birth, the current population age structure and relatively low levels of fertility. Between 2011 and 2031, the number of residents aged 65 years and over is projected to grow by 100 per cent or 121,197 people.

In 2013, 25,450 residents of Metro South, or two per cent of the population, identified as Aboriginal and/or Torres Strait Islander.

Metro South is one of the most culturally and linguistically diverse populations in Queensland. In 2011, 282,543 people or 28.5 per cent of the total population were born overseas and now reside in the region.

Of residents born overseas, 47 per cent speak a language other than English at home.

In Metro South Health's geographical region:

- 54.3 per cent of adults are classified as overweight or obese
- 8.0 per cent of adults report consuming the recommended serve of vegetables (five serves per day)
- 13.6 per cent of adults consume tobacco daily
- 55.2 per cent of adults report undertaking a sufficient level of exercise
- 18.2 per cent of adults report drinking at risky levels.

The leading causes of burden of disease in Metro South are cancer, mental health disorders, cardiovascular disease and neurological disorders.

Males account for about half of the Metro South population, but experience more than half of the total disease burden (51.7 per cent). Men had a significantly greater burden of disease for cancer, cardiovascular disease, intentional and unintentional injuries and alcohol dependence.

## Highlights and new initiatives

### Prescribed employer

In June 2012, amendments were made to the *Hospital and Health Boards Act 2011*, giving Metro South Health more autonomy by allowing it to become the direct employer of staff. Following a significant preparation and application process, on 1 July 2014, Metro South Health became one of eight hospital and health services to be designated a 'prescribed employer', with employees transferred to the health service from the Department of Health.

The move to prescribed employer status allows Metro South Health to hold all authorities and accountabilities for administering human resource functions. The Director-General, Department of Health remains responsible for statewide employment and industrial relations arrangements and will continue to establish conditions of employment for health service employees and negotiate certified agreements.

### Major expansion for Logan Hospital

Logan Hospital's new \$145.24 million expansion project was completed in 2014, delivering increased capacity and expanded, world-class health facilities for one of the state's fastest growing regions.

The project included a new co-located adult's and children's emergency department, an expanded children's inpatient ward and a new 24-bed rehabilitation unit. A new cardiac catheter laboratory is also being built, allowing up to 800 local residents with heart conditions to be treated closer to home.

The new emergency department is three times the size of the previous department, future-proofing one of the state's busiest emergency services. More than 200 new medical, nursing, allied health and support staff were recruited prior to the opening of the new facility.

### Reducing elective surgery long waits

Despite an 8.9 per cent increase in the amount of elective surgery performed, Metro South Health significantly reduced its elective surgery waiting list in 2014–2015. Across all categories, long waits for elective surgery reduced from 496 patients in June 2014, to zero in December 2014, achieving the target set in the *National Partnership Agreement on Improving Public Hospital Services*. The health service also made vast improvements in treating patients within the clinically recommended timeframe: the percentage of elective surgery patients who received treatment on time improved across all three urgency categories. Category 1, the most urgent patients who require surgery within 30 days, increased from 92 per cent to 99 per cent in 2014–2015.

Metro South Health is one of the busiest elective surgery providers in Queensland. The outstanding performance in this area in 2014–2015 is testament to the multidisciplinary clinical teams who have developed a range of innovative strategies to address waiting times.

### End of life strategy

In March 2015, Metro South Health launched a new end-of-life strategy, *My Care My Choices*, to integrate advance care planning as a core element of its health services.

End-of-life care helps those with advanced, progressive, incurable illness to live as well as possible until they die. The primary intent of end-of-life care is a shift from life prolongation to a focus on quality of remaining life. There have been various unsynchronised projects occurring across Metro South Health that had previously attempted to address the need for improvements in end-of-life care. *My Care My Choices* aimed to integrate systems and processes across the health service, and embed end-of-life planning in all clinicians' usual practice.

To coincide with the launch of the strategy, Metro South Health developed a public awareness campaign on advance care planning. The campaign aims to ensure all patients have the opportunity to express and document their preferences for future treatment and care. A comprehensive suite of multimedia materials were developed in early 2015 to support the campaign.



## Accreditation

Health facilities are surveyed every four years by the Australian Council on Healthcare Standards (ACHS) to test whether relevant systems are in place to ensure minimum standards of safety and quality are met, and as a quality improvement mechanism that allows the facility to realise developmental goals. ACHS accreditation is public recognition of the safety and quality achievements of a facility, demonstrated through an independent external peer assessment.

All Metro South Health facilities, with the exception of Princess Alexandra Hospital, underwent an accreditation survey by the Australian Council on Healthcare Standards during 2014–2015. These surveys measured the facilities' performance against ten mandatory and five non-mandatory standards that focus on improving the safety and quality of patient care. This was the first time the facilities were measured against ten new National Safety and Quality Health Service Standards.

Metro South Health facilities and services met or exceeded every criteria within the accreditation framework, including all non-mandatory standards. The surveys reported a positive culture of quality improvement and patient-centred care evident across the health service.

## Transit care hub

Princess Alexandra Hospital's new Transit Care Hub opened in November 2014. The newly built space includes a Transit Lounge, Nursing Resource Unit and Patient Flow Unit.

The Transit Care Hub is a major part of the hospital's patient flow strategy, and is designed to transition patients who are ready for discharge out of ward beds so new patients can be allocated a bed as soon as possible. The purpose built facility includes a redesigned transit lounge that is welcoming and comfortable for patients. A significant increase in size has improved the patient experience and unit functionality, and has contributed to reduced traffic congestion at the PAH main entrance.

## Advancing research partnerships

Metro South Health has a proud history of partnerships with some of Australia's leading research institutions and universities. Since 2012, the Princess Alexandra Hospital has been home to the Translational Research Institute (TRI), bringing a unique, Australian-first 'bench to bedside' research approach aimed at transforming laboratory discoveries to better health care.

In 2014–2015, this partnership was further strengthened with the opening of a new Clinical Research Facility (CRF) in the hospital's former R-Wing. The CRF, a joint initiative of Princess Alexandra Hospital and the TRI, is a dedicated facility for the conduct of human research trials.

Operated by hospital staff, the CRF provides a controlled and safe environment to conduct patient research with ready access to hospital facilities and emergency response teams. It provides special facilities and equipment required by a variety of clinical researchers for investigating the causes of disease and the effectiveness of new medicines and medical equipment.



## Strategic risks, challenges and opportunities

Australia's health system is amongst the best in the world. However, demands on the system are increasing due to an ageing population, increased rates of chronic and preventable disease, new treatments becoming available and rising health care costs.

Metro South Health operates in an environment characterised by clinical innovation and reform, which aims to: achieve decision-making and accountability that is more responsive to local health priorities; stronger clinician, consumer and community participation; and a more 'seamless' patient experience across sectors of the health system.

### Risks and challenges

As the largest public health service in Queensland, Metro South Health has a number of strategic risks over the next four years. These are:

#### Demand is greater than infrastructure and resource capacity

There are indications that the health of Queenslanders is improving. Life expectancy is increasing, death rates for many causes are decreasing, and more people continue to report satisfaction with their health. However, hospitalisation rates are increasing for many health conditions, and are likely to continue to rise over the next 20 years. While much of the future pressure on the health care system will come from an ageing population, there are also other causes, in particular the impact of chronic diseases.

The current infrastructure and resources are unlikely to be able to meet the health needs of Metro South residents over the coming years. Changes to models of care and the delivery of health services are required to ensure demand is able to be met.

#### Revenue generated is less than planned

Metro South Health has developed a number of strategies to generate revenue. If these strategies do not deliver the expected results, a review of services will be required to retain financial viability.

#### Unanticipated events (e.g. natural disasters, pandemics)

Queensland regularly experiences severe weather events and natural disasters and Metro South Health, as the largest hospital and health service, is integral in the management of pandemics or disease outbreaks. Plans are in place to respond to disease outbreaks, natural disasters and environmental hazards.

#### Advances in health technology

It is estimated that half of the increase in expenditure in health spending over the past 50 years is due to the introduction of new technologies and the subsequent increased volume of services per treated case. However, advances in health technology have also improved the efficiency, effectiveness and quality of health services.

Metro South Health is committed to increasing the availability and use of technology in an appropriate way. New technologies including eHealth and telehealth will provide opportunities to deliver more effective health services and improve health outcomes. The health service's new *Strategic Plan* identifies new technology as a focus area for Metro South Health over the next five years, particularly the implementation of the Digital Hospital project and the use of technology to provide home-based health care.

### Opportunities

Key opportunities for 2015–2016 that will assist Metro South Health to continue to meet its targets include:

- establish a strong partnership with the primary health sector to move towards more integrated and coordinated health care services for patients
- promote translational research initiatives through the Translational Research Institute to enable the transfer of research knowledge into improved health outcomes
- continue to realise benefits from an effective and efficient workforce structure while maintaining and improving the current positive workplace culture in the midst of change programs and new work environments.